



STATE OF TENNESSEE
DEPARTMENT OF TREASURY

REQUEST FOR INFORMATION
FOR
COMPENSATION STUDY CONSULTANT SERVICES

RFI # 30901-45420
December 18, 2019

1. **STATEMENT OF PURPOSE:**

The State of Tennessee, Department of Treasury ("Department") issues this Request for Information ("RFI") for the purpose of soliciting information relevant to the potential future procurement of services to assist the Department in the development of a job evaluation and compensation study. The Department is seeking a consultant that will assist the Department in reviewing its existing job classifications and descriptions as well as the Department's compensation system for its employees (including salary and benefits) to ensure internal equity and external competitiveness; analyzing the current jobs performed by Department employees; determining the appropriate market pay and pay ranges for all jobs and job classifications; establishing the market value of the employee benefits package; providing a market analysis of compensation; making recommendations for pay adjustments and benefits that may be needed; and assisting the Department's Human Resources Division in drafting and revising job descriptions, as needed. We appreciate your input and participation in this process.

While the Department is seeking a compensation study for most positions currently within the Department, the Department is particularly interested in a compensation comparison with the Nashville Metropolitan Area based on the Department's certifications and degree requirements for auditors, accountants and investment professionals employed by the Department. The Department is also interested in a compensation comparison with national data for retirement and investment professionals.

Those responding to this RFI may respond to some or all of the services requested by the State. To the extent that a respondent provides compensation study consultant services for only a certain group of employees listed in the chart below, respondents may respond to this RFI relative to those specific group of employees.

2. **BACKGROUND:**

The Department employs approximately two hundred ninety-one (291) full time employees with approximately one hundred forty-one (141) job classifications; however, the Department is

requesting that only two hundred eighty-eight (288) out of the two hundred ninety-one (291) positions be included in a compensation study. Department employees provide services by working in either program areas or support divisions. The Department's program areas include, but are not limited to: Tennessee Consolidated Retirement System; Deferred Compensation Plans, such as 401(k), 457 and 403(b); Unclaimed Property; Claims and Risk Management; College Savings Program; and Investments. The Department's support units are Human Resources; Communications; Accounting; Information Services; and Legal, Compliance and Internal Audit.

The number of employees in each program area or support unit that will be included in a compensation study is as follows*:

Division / Offices	Number of Employees
Accounting	28
Claims Commission	6
Claims and Risk Management <ul style="list-style-type: none"> • Claims Administration – 7; • Risk Management – 9; and • Electronic Monitoring Indigency Fund- 2 	18
Financial Empowerment <ul style="list-style-type: none"> • Employer Outreach for the Tennessee Consolidated Retirement System – 4; • College Savings- 3; • TCRS Call Center/Employer and Employee Engagement – 27; • Small and Minority-Owned Business- 1; • Tennessee Financial Literacy Commission- 1; and • Deferred Compensation-3. 	39
Financial Strategies	2
Information Services/Information Technology	55
Investments <ul style="list-style-type: none"> • Investment Professionals – 32; and • Cash Management -7. 	39
Legal, Compliance and Internal Audit <ul style="list-style-type: none"> • Compliance and Risk -4; • Internal Audit- 6 and • Legal- 7; • Procurement Coordinator -1; • Claims Commission Clerk- 1; and • Support Staff- 2. 	21
Management Services <ul style="list-style-type: none"> • Wire Room- 	4
State Architect's Office	6
Tennessee Consolidated Retirement System	40
Treasurer's Office	16
Unclaimed Property	14
Total Department Employees	288

* Please note that some of the job classifications listed above are not currently filled and may not be filled in the near future.

Additional information about the Department's current job classifications for the program areas and support divisions in the Department, the current salary ranges for each position classification, and the Department's current organizational chart are attached hereto as **Attachments "A", "B", and "C"**, respectively.

The Department is seeking market compensation study services as well as consulting services relative to the Department's job classifications and job descriptions as a recruitment and retention tool. Toward that end, the Department is seeking a consultant that can work collaboratively with Department staff to assess the Department's goals relative to compensation equity and competitiveness. The Department is seeking a firm that will develop a plan and methodology by which the consultant will perform a compensation analysis for the Department's current positions in relationship to other public entities as well as private entities. The Department anticipates that the consultant will work in consultation with Department staff to develop the competitive benchmarking for a data-driven analysis of commensurate positions and the qualifications required by the Department for specific positions. Based on this market data analysis, the consultant will advise the Department about the appropriateness of its current job classifications, job descriptions, salary ranges and salaries for each position and how to maintain internal equity and external competitiveness over time at the one (1), three (3) and five (5)-year milestones. The consultant will then detail a plan to implement any recommended changes.

The Department is also seeking the consultant's services in developing and drafting job descriptions for Department employees.

3. **COMMUNICATIONS:**

3.1. Please submit your response to this RFI to:

Dawn Rochelle
Tennessee Department of Treasury
502 Deaderick Street
Andrew Jackson Building, 13th Floor
Nashville, Tennessee 37243
Telephone: (615) 253-8770
Email: Dawn.Rochelle@tn.gov

3.2. Please feel free to contact the Tennessee Department of Treasury with any questions regarding this RFI. The main point of contact will be:

Dawn Rochelle
Tennessee Department of Treasury
502 Deaderick Street
Andrew Jackson Building, 13th Floor
Nashville, Tennessee 37243
Telephone: (615) 253-8770
Email: Dawn.Rochelle@tn.gov

3.3. Please reference RFI # 30901-45420 with all communications to this RFI.

3.4 The Division prefers that responses be emailed. However, responses may also be mailed with an electronic copy in the form of one (1) digital document in "PDF" format properly recorded on its own otherwise blank, standard CD-R recordable disc or USB flash drive.

- 3.5 **Note:** If you have any questions or comments concerning this RFI, it is important you e-mail them to the Division's main point of contact by no later than the Written Questions & Comments Deadline detailed in RFI Section 4, Schedule of Events. The Division will e-mail its responses to prospective Respondents and responses will also be posted to the following website:

<https://www.tn.gov/generalservices/procurement/central-procurement-office--cpo-/supplier-information/request-for-proposals--rfp--opportunities1.html>

4 RFI SCHEDULE OF EVENTS:

EVENT		TIME (Central Time Zone)	DATE (all dates are State business days)
1.	RFI Issued		December 18, 2019
2.	Written Questions and Comments Deadline		January 7, 2020
3.	State's Response to Written Questions and Comments		January 17, 2020
4.	RFI Response Deadline		January 31, 2020

5 GENERAL INFORMATION:

- 5.1. Please note that responding to this RFI is not a prerequisite for responding to any future solicitations related to this project and a response to this RFI will not create any contract rights. Responses to this RFI will become property of the State.
- 5.2 The information gathered during this RFI is part of an ongoing procurement. In order to prevent an unfair advantage among potential respondents, the RFI responses will not be available until after the completion of evaluation of any responses, proposals, or bids resulting from a Request for Qualifications, Request for Proposals, Invitation to Bid or other procurement method. In the event that the state chooses not to go further in the procurement process and responses are never evaluated, the responses to the procurement including the responses to the RFI, will be considered confidential by the State.
- 5.3 The State will not pay for any costs associated with responding to this RFI.

5. INFORMATIONAL FORMS:

The State is requesting the following information from all interested parties. Please fill out the following forms:

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TECHNICAL INFORMATIONAL FORM	
1.	RESPONDENT LEGAL ENTITY NAME:
2.	RESPONDENT CONTACT PERSON: Name, Title: Address:
3.	Provide a description of your experience conducting compensation market surveys for State government positions, specifically positions for public pension plan administration; investment portfolio management and operations; claims administration; public finance; and governmental accounting.
4.	Describe the levels of consulting team members who would typically be involved in providing the services.
5.	Provide a narrative illustrating what the Respondent would recommend to accomplish the services sought by the Department contained in Section 2 of this RFI:
6.	Describe the necessary steps to conduct a compensation market study for the Department as well as the anticipated timeline for completion?
7.	What information would the Respondent need from the State in order to conduct a compensation market study for the Department? And in what format?
8.	Describe how to determine the benchmark(s) that will serve as a basis of comparison for the compensation study of Department's salaries and benefits, including the market data sources that could be utilized?
9.	What various sources of data are typically utilized in conducting compensation market analyses? What data sources are the most reliable and the least reliable as accurate indicators of compensation?
10.	Describe the methodology that could be used in developing the benchmarks for comparisons with other public entities (state agencies and local government entities within and outside the State of Tennessee) as well as private entities, including, but not limited to the data collection process used by the Respondent.
11.	Describe the process and methodology used to determine the market value of State benefits, including, but not limited to, health; vision; dental; pharmacy; retirement (defined benefit and deferred compensation); longevity pay; life insurance; disability insurance; flexible benefits; higher education fee waivers and discounts; leave (sick, annual, maternity, military, etc.).
12.	Describe the process and methodology options for evaluating the Department's current job classifications and descriptions relative to other public entities and private entities.
13.	Describe the capabilities a Respondent should possess in order to evaluate and analyze compensation (salary, benefits and incentive compensation) for the Department's investment professionals, such as investment analysts; portfolio managers; and chief investment officers in relationship to other public pension plans and private entities that employ investment professionals with the same or similar duties and functions.
14.	Can a Respondent be expected to provide this evaluation and analysis projecting compensation trends for one (1), three (3) and five (5) years?
15.	Describe the best options for communicating the analysis of the compensation and job

classification study results to the Department. Please provide an example of final report generated by the Respondent as a result of a compensation and job classification study containing research; data collection; analysis and recommendations.
16. As a result of the study, describe the options to assist the Department in making any changes or modifications to the Department's job classifications; job descriptions; salary ranges; salaries; and hiring and retention practices. Describe the strategies to assist the Department in communicating these changes to current Department personnel. Describe the strategies in ensuring that Department staff maintains the recommended changes.
17. Once the compensation study is completed, what additional, follow-up services could be provided by your organization?
18. In addition to the services described in this RFI, describe the other services provided by your organization relative to performing a compensation study?

COST INFORMATIONAL FORM
1. Describe what pricing units that are typically utilized for similar services or goods (e.g., per hour, each, etc.) Please specify if certain services are performed using a flat rate while others are performed using an hourly rate:
2. Describe the typical price range for similar services or goods
3. Indicate whether different levels of service can be provided to accomplish the State's objectives and if there are different fee schedules for each level of service.

ADDITIONAL CONSIDERATIONS
1. Please provide input on alternative approaches or additional things to consider that might benefit the State in procuring a consultant to conduct the described compensation market analyses: